

DD/A Registry  
File Personnel 5

76-1010

DD/A Registry  
76-2065

MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Agency Employee Survey

1. Two years have passed since we adopted a program to achieve greater uniformity of personnel management within the Agency. Much of this time has been devoted to reviewing and revamping personnel management methods and procedures. It is important that we now turn our attention to developing an ongoing effort to assess the results achieved against the objectives set.
2. We have kept our employees informed of our plans and objectives as well as the actions we have taken toward their achievement. If management is to ascertain how well our personnel management programs are contributing to the accomplishment of the Agency's mission, employee perceptions become important. Therefore, our next step should be to develop and conduct a personnel questionnaire survey, a technique common to the personnel management evaluation process.
3. We believe you share our concern that we continue the forward movement of the Agency's newly implemented personnel programs developed as a result of the recommendations made by the Personnel Approaches Study Group (PASG), a task force set up in late 1973 to study personnel management in the Agency. It is important that we communicate your concern to our employees and the best way to do this seems to be your endorsement of the Agency-wide survey which the Management Committee has approved. The survey represents a milestone critical to the achievement of the Office of Personnel DCI-level objective (OP-D-01-76).
4. For purposes of illustration a "skeleton" questionnaire is attached. It contains the primary elements effected by the new personnel policy. We would be pleased to include in it other areas of special interest to you. The survey would be administered to a 20-30 percent random sample of


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Agency employees, which should be sufficient to obtain a significant cross section of employee views. Although we will have no basis for comparison with employee attitudes of a previous time period, we should be able to discern to some extent how PASG-inspired changes in Agency personnel management programs have impacted on employees. In addition, the survey would provide us a base line against which future evaluations and comparisons of employee perceptions of Agency personnel programs may be made.

5. It is recommended that you endorse the survey. The attached Bulletin informing employees of the survey is presented for your signature.

  
F. W. M. Janney  
Director of Personnel

STATINTL

Atts.  
Questionnaire  
Employee Bulletin

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BACKGROUND INFORMATION

Instructions: Please answer the following questions by circling the number of the alternative which is most appropriate for you.

1. Approximately how long have you worked for the Agency?

1. Less than 3 years
2. 3-5 years
3. 6-10 years
4. 11-20 years
5. 21 years and over

2. What is your current GS level?

1. GS 03-07
2. GS 08-10
3. GS 11-13
4. GS 14-15
5. GS 16 or higher

3. What Directorate are you in?

1. DDA
2. DDI
3. DDO
4. DDS&T
5. ODCI

4. What is your sex?

1. Male
2. Female

5. What is your age?

1. 25 or Below
2. 26 - 34
3. 35 - 44
4. 45 and Over

D-R-A-F-T

## SAMPLE ITEMS FOR PASG SURVEY

PERFORMANCE EVALUATION SYSTEMS

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
1. Overall, I believe that my Directorate has an effective personnel management program.	1	2	3	4	5	6
2. I understand my Directorate's system for making personnel rankings.	1	2	3	4	5	6
3. I feel I receive adequate communications on my performance evaluation.	1	2	3	4	5	6
4. I believe promotions in my Directorate are based on merit.	1	2	3	4	5	6
5. I am aware of the criteria used to evaluate my performance in my career service.	1	2	3	4	5	6

PERSONNEL/CAREER MANAGEMENT

6. To what extent has your personal career development been given consideration by your career service?
1. My career has been carefully planned and that plan has been carefully followed.
  2. My career has been given substantial consideration.
  3. Some attention has been given my career development but no real planning.
  4. Career development has been substantially lacking, it is mostly based on circumstances.
  5. My career development has rarely or not even been considered.
  6. Unsure.

7. How effectively do you feel the following systems are being implemented in your Directorate? (Check the appropriate column.)

	Very Effectively	Adequately	Poorly	Unsure
1. Letters of Instruction (LOI)				
2. Annual Personnel Plan (APP)				
3. Personnel Development Program (PDP)				

8. How well do you feel you understand the following? (Check (✓) the appropriate column.)

	Understand Quite Well	Adequate Understanding	Understand Poorly	Don't Understand At all
1. LOI				
2. APP				
3. PDP				

CAREER COUNSELING

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
9. I feel my career service has assisted me with sound career guidance.	1	2	3	4	5	6
10. Personnel Management changes in the last 1-2 years have improved the career counseling of employees.	1	2	3	4	5	6
11. I am aware of who I should see regarding career counseling.	1	2	3	4	5	6

the Agency counseling activities should receive more or less emphasis or if it is appropriate as it currently functions. (Check (✓) the column which most accurately reflects your feelings.)

	More Emphasis	Less Emphasis	Appropri- ate as is	Unsure
1. Personal Problems (marital, family, financial, etc.)				
2. Benefits (insurance, retirement, etc.)				
3. Career Issues (career planning, training, etc.)				
4. Work Problems (management/employ- ee relations)				
5. Problems related to Agency employment (security, cover, etc.)				
6. Other (Please specify)				

### TRAINING

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
13. I believe training courses received in the Agency have been useful in my career development.	1	2	3	4	5	6
14. My training needs are given adequate attention by my supervisor.	1	2	3	4	5	6
15. My component has adequately utilized the additional train- ing I have received.	1	2	3	4	5	6

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
16. I feel I have adequate advancement opportunities in the Agency.	1	2	3	4	5	6
17. I feel there is adequate opportunity to transfer among the various Directorates of the Agency.	1	2	3	4	5	6
18. I feel there is an adequate opportunity for rotational assignments within my Directorate.	1	2	3	4	5	6

MISCELLANEOUS

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
19. The Honor and Merit Awards systems are used appropriately in the Agency.	1	2	3	4	5	6
20. I understand how the Agency's grievance procedure is suppose to function.	1	2	3	4	5	6
21. I feel the Agency's grievance procedure is adequate to meet the needs of Agency employees.	1	2	3	4	5	6
22. There are so many barriers between Directorates that the "One Agency" concept is not a very realistic possibility.	1	2	3	4	5	6

	Strongly Disagree	Tend To Disagree	No Opinion	Tend To Agree	Strongly Agree	Not Applicable
23. My Directorate's Personnel Handbook is a useful guide that answers most of my questions about personnel matters.	1	2	3	4	5	6
24. I feel the Personnel Handbook is written in an understandable fashion.	1	2	3	4	5	6